

CHALLENGES OF SERVICE
TRANSITION IN A GLOBAL
MULTI-VENDOR SIAM ENVIRONMENT



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Anyone who has undertaken a Service Transition assignment within a standard outsourced environment will appreciate the role of Service Transition Manager can to say the least, be a challenge. However, when Service Transition is undertaken in a Multi-Vendor SIAM / Ecosystem global environment the rules change somewhat.

The fact is that programme and project delivery at many major organisations has not and is not delivering the prompt and quality outcomes expected. There are a multitude of reasons why programmes and projects are failing and ultimately it is the programme and project's accountability to deliver as mandated. However, it is Service Transition's role to be an identifier and escalator of transition issues which arise during the programme or project lifecycle and ensure that they are addressed by the project prior to formal BAU acceptance.

SIAM organisations often use their Service Integrator (SI) to provide a Transition Management Office (TMO) function with the objective of ensuring programmes and projects achieve the expected outcomes without causing a major disruption to the BAU run environments.

iCore has designed, implemented and operated TMOs and SIAM models as well as working with Service Integrators in many organisations to progress the evolution of the TMO and the SIAM model into this complex and challenging environment to achieve desired outcomes.

This whitepaper is a consolidation of the observations at many organisations made over a period of time and the principles to be applied in order to address some of the fundamental issues of Service Transition in a Global SIAM environment.



1. Neutrality is key

Major organisations have multiple providers and projects, the TMO must be seen as a neutral entity by all they engage with.

The main reasons for this are as follows:

- a. Other Vendors will assume that the TMO is working for the SI and as such may have a hidden agenda or is taking sides.
- b. The TMO should be part of the project team and as such should not be dragged in to areas which do not fall inside its remit.
- c. Non-Neutrality will impact the TMO's judgement when making and driving decisions and potentially cause conflicts.
- d. In order to be effective a neutral holistic approach needs to be taken by the TMO.

The TMO can enforce this by having a code of conduct which ensures neutrality and makes each member a part of the Client organisation as opposed to a Vendor.

iCore recommends that the TMO achieves this by engaging directly with the client organisation and then working collaboratively with the SIAM vendors and the Service Integrator teams.

(It should also be noted that regardless of the size of the organisation the TMO function should always remain neutral).



2. The TMO must be empowered

The TMO must own the Service Transition process. The TMO must be empowered by the client organisation to mandate and approve changes (within agreed boundaries) to artefacts on behalf of the ecosystem partners / teams in the event of a dispute or non-response with in an agreed timeframe. In many organisations this does not happen, additionally with the emergence of Agile and Cloud based projects this is becoming more and more of an issue as the standard rules get broken.

The way forward in this area is two-fold:

- a. If the TMO does not have or will not use the powers of enablement then the powers should be given to the Service Architect, again on the condition that they are only used within specific and agreed boundaries.
- b. In the event that these powers are used then the Vendor or organisation which has not responded or approved the artefact in question should only have a limited time to appeal and once this time is lapsed the decision should be final, this will stop the “*We didn’t agree to that*” statements which may follow at later dates.

3. Responses to requests for feedback or input must have SLA’s associated with them

Due to the size and complexity of many organisations obtaining a response or approval to an artefact can take considerable time. iCore has often seen the situation where a response, request for feedback or an approval from a Vendor has taken many weeks to materialise despite escalation and persistently chasing. The outcome of this delay is that project checkpoints have to be rescheduled and potentially go live dates moved, which can incur costs and reputation loss. The way forward is to have SLAs associated with response times for artefacts and that a mandate is generated by the Client organisation that in the event of a non-compliance the Transition Manager or Service Architect will intervene with the authority to approve on behalf of the vendor (as previously mentioned).



4. Remove duplication and control distribution

Large projects running in even larger organisations produce a lot of information. In theory each vendor will have a process for introducing new systems and services, the Service Integrator, and Project teams will also have their own process, the bottom line is these teams tend to work autonomously and as expected Information duplication occurs. When the project goes live all this data has to be made available to the BAU teams in a controlled way and then maintained for the duration of the life of the product or service.

The fix for this is not so simple, iCore recommends that a process should be deployed across the entire SIAM / Ecosystem environment owned and enforced by the TMO. Artefacts once approved would be uploaded on a client provisioned platform and released in a controlled manner to all support teams so there is one source of the truth.

Apart from the costs involved in setting this up and the ongoing management there are the obvious questions about intellectual property and commercials which would need to be addressed.

The above observations are common place in many Multi-Vendor SIAM / Ecosystem global environment organisations. iCore is actively engaged with several clients transforming their TMO capability and the business perception of IT's ability to deliver projects, successfully, on time, within cost and with minimal disruption to the BAU environment. To date many of these TMOs have been transformed and the changes implemented have been seen as a success by the wider business and TMO sponsors.

iCore has provided consultancy and pragmatic delivery helping many organisations to change their IT Service Delivery to adapt to new and emerging technologies, frameworks and working practices.

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